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ABSTRACT

This is volume 2 of a two-volume series that addresses the critical need to forge closer ties between corporate America and Hispanic Americans. Volume 2 presents strategies for involving Hispanics in business. Techniques are given for developing businesses that will tap the Hispanic population as consumers and workers. The key elements of this strategy are the following: (1) recognizing the significance of the Hispanic market; (2) securing commitment from top management; (3) providing technical assistance and financial support; (4) targeting specific populations in marketing and in business development; (5) engaging Hispanic experts on staff and as contractors; and (6) encouraging Hispanics and non-Hispanics to invest in each other. Descriptions and evaluations of programs and initiatives that corporations are undertaking to tap and serve the Hispanic community are included. Photographs and tables illustrate the text. The following information is provided for interested companies: (1) a list of Hispanic advertising agencies (2) a list of the 20 largest Hispanic markets in the United States and (3) a map illustrating the concentration of the United States Hispanic population. (VM)

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WINDOWS OF OPPORTUNITY

How Business Invests in U.S. Hispanic Markets

Volume II Business Development

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WINDOWS OF OPPORTUNITY

How Business Invests in U.S. Hispanic Markets

Volume One: Human Development
Volume Two: Business Development

Published by the Hispanic Policy Development Project
New York • Washington

"With a fast-growing domestic market, and a market of more than 550 million Spanish-speaking people forecast for Latin America by the turn of the century, it would serve us well to start taking a strategic view of our unique Hispanic resources in the USA."

Lodwrick M. Cook
Chairman of the Board and
Chief Executive Officer
ARCO

What's At Stake

Windows of Opportunity: How Business Invests in U.S. Hispanic Markets is a report to the corporate community on what is at stake and what some companies are doing about it.

These two volumes represent an appeal not only to the conscience of of Corporate America, but to its hard business sense as well.

Volume I speaks to preparing Hispanics to participate fully in U.S. society. Volume II deals with the bottom line issues of marketing to Hispanic consumers and developing the Hispanic business sector.

What's At Stake:

- A rapidly expanding 120-billion-dollar domestic market of brand-loyal Hispanics, a market that is relatively untapped

- An international market of more than 550 million Spanish-speaking consumers in Latin America by the turn of the century

- A shortage of the prepared workers vital to maintaining the U.S. international competitive position

- Long range business losses and societal costs if Hispanic citizens are not prepared and provided with the opportunity to become fully productive adults and knowledgeable consumers

Table of Contents
Business Development

What's at Stake i

Introduction: Business Development iv

The Facts vi

The Challenges vii

The Programs:
Windows on Marketing,
Purchasing and Contracting,
Investment, and Joint Venturing

Distributorships/Franchises
The Lesson of the Eight-Ounce Can 3

The Key to Successful Advertising
Hispanic Expertise 4

Targeting Hispanics through Media
Big Business Comes on Board 6

Silver Screens
Moving Beyond Stereotypes 8

JCPenney
It Takes Only One 10

Von's "Tianguis"
The New Mercado 12

National Hispanic Corporate Council
A Hispanic Marketing Network 13

AT&T
Taking the Show on the Road 14

Teléfono
Meeting Hispanic Consumers' Communication Needs 16

Hispanic Business
Revealing a Well Kept Secret 18

Joint Venture
Across the Alley from the Alamo 20

Host International
Joint Venturing in Florida 22

Startup and Working Capital
Amoco Venture Capital Company 24

Local Initiative Support Corporation
Rebuilding Neighborhoods and Local Economies 25

Minority Purchasing Programs
Using Hispanic Suppliers 26

Low Income Housing
A New Investment Opportunity 30

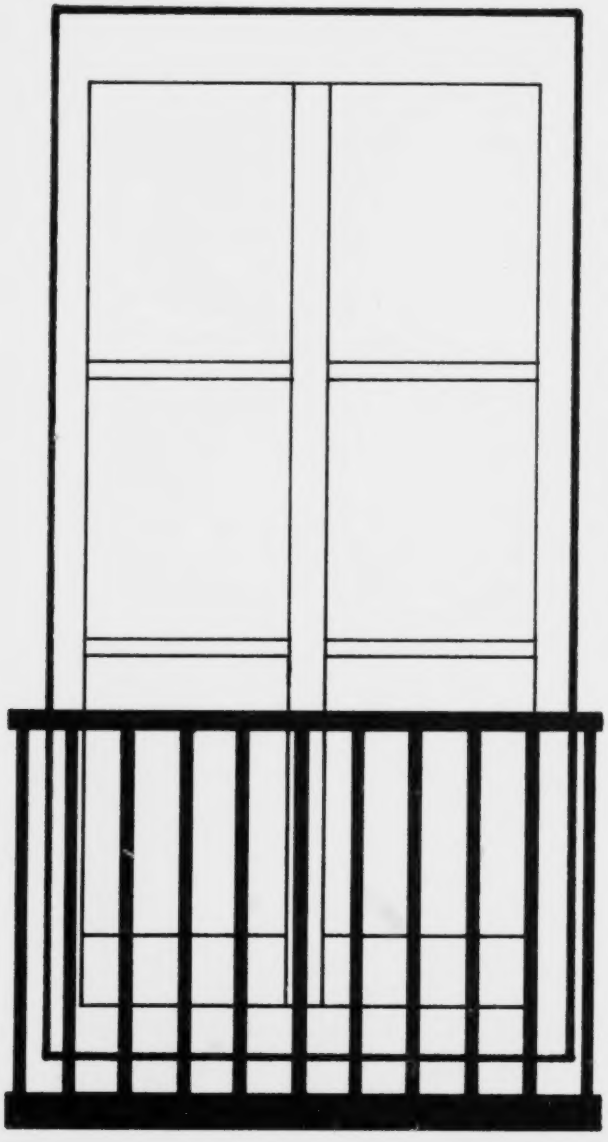
Pacific Bell/HACER
A Statement of Mutual Cooperation 32

Minority Subcontracting
Developing Assets 33

Hispanic Advertising Agencies 34

The 20 Largest Hispanic Markets 36

Concentration of the Hispanic Population
in the United States (map) 37



Business Development

"As the Hispanic community grows and develops, we want to grow with it. We want to be there, not only to provide quality products and services needed for Hispanic businesses and families but also to be a working partner in Hispanic communities."

Donald E. Petersen
Board Chairman and
Chief Executive Officer
Ford Motor Company

Ford Motor Company is not alone in its assessment of both the potential of the Hispanic consumer market—$80 billion plus today, and growing—and the opportunities afforded corporate America by Hispanic professional and service businesses. A number of companies have begun to strengthen their ties to the Hispanic domestic markets through joint ventures, minority vending programs, and the consultant services of Hispanic lawyers, accountants, and public relations, marketing, and advertising professionals. Moreover, businesses that wish to enter or expand their Latin American and Caribbean markets are finding Hispanic specialists an invaluable resource.

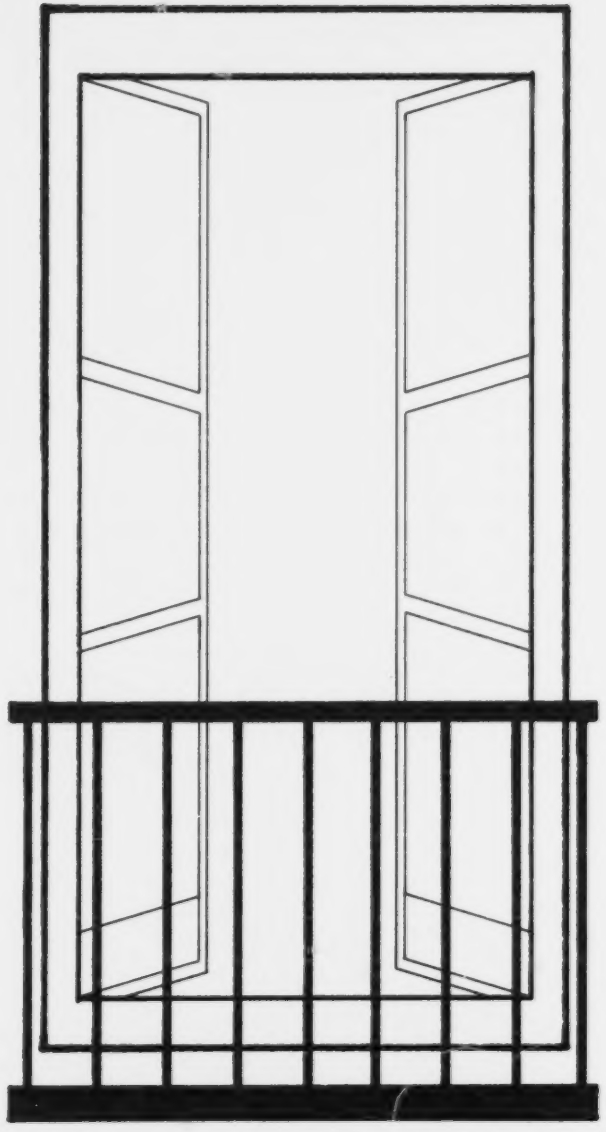
But business leaders would be the first to agree that they were slow to recognize the strength of the Hispanic market and that often their initial efforts to tap it were unsure or ill conceived. Some businesses failed to realize that promotional strategies aimed at Blacks might not produce results in the Hispanic communities; *all "minorities" are not the same.* Other marketing campaigns paid scant attention to differences between the Hispanic subgroups; *all Hispanics are not the same.* At best they were ineffective in reaching the Hispanic consumer; at worst they provided Hispanics with some amusing but embarrassing translation bloopers. "Pregnant" toothpaste and "cars that don't go" are two that Hispanics continue to chuckle over.

Good corporate managers make quick corrections, however, and so today we see that Hispanic marketing strategies are becoming increasingly sophisticated. More corporations are placing qualified Hispanics on staff in positions of influence; more are using the services of Hispanic specialists and experts.

Joint venturing and vending programs, on the other hand, have moved at a slower pace, in part because it takes time to build a communication network with Hispanic entrepreneurs, and in part because there is a reluctance to tamper with long established networks. Corporations that have taken the initiative, paid special attention, and provided technical assistance to vendors where necessary have created opportunities that have proved mutually beneficial. While the programs in this booklet demonstrate a wide variety of strategies to reach and develop the Hispanic markets and support Hispanic business, they share many of the following key elements:

- Recognizing the significance of the Hispanic market.
- Securing commitment from top managment.
- Providing technical assistance and financial support (venture capital/contracts) as indicated.
- Targeting specific populations in marketing and in business development.
- Engaging Hispanic expert professionals on staff and as contractors.
- Encouraging Hispanics and non-Hispanics to invest in each other and grow together.

The programs and ventures described in Volume II do not represent all the many initiatives corporations are undertaking to reach out to the Hispanic market and to support the development of the Hispanic business sector. But these programs are the front of a growing corporate movement which seeks to build strong and enduring partnerships with the Hispanic communities of this nation.



The Facts

The Hispanic population in the United States is composed of distinct groups who trace their roots to Mexico, the Caribbean, Central America, South America, and Spain. There are great diversities within and among these groups, but in a number of respects, their overall statistics can be distinguished from other groups in the U.S. population. According to recent government reports, here are some facts about Hispanics:

- In March 1987 Hispanics numbered 18.8 million, or almost 8% of the U.S. population. Mexican Americans constituted 63% of the Hispanic population; Puerto Ricans, 12%; Central and South Americans, 11%; Cubans, 5%; and Other Hispanics, 8%. These figures do not include the 3.27 million people who lived in Puerto Rico as of 1986.

- Hispanics are the youngest population group in the nation, with a median age of 25 years, as compared to 32 for the general population.

- Hispanics are the nation's most highly urbanized population, with 88% living in metropolitan areas.

- Hispanics are highly concentrated. About 75% live in five states: California (33%), Texas (21%), New York (11%), Florida (6%), and Illinois (5%).

- Hispanics comprise more than 10% of the state populations in five states: New Mexico (37%), Texas (21%), California (19%), Arizona (16%), and Colorado (12%).

- In the year 2000, just 12 years away, Hispanic youth, age 15-24, will constitute 14% of the total youth population. Some states will have much higher percentages.

- The Hispanic population is expected to double within 30 years and triple within 60.

The Challenges

As the general population ages, Hispanics will become the majority of consumers and the U.S. labor force in many urban markets, and a rising percentage of the population in many other parts of the nation. The future and prosperity of these communities and the United States itself will be correspondingly related to the development and progress of their Hispanic populations. Based on recent government reports and an excellent analysis, produced by the United States Hispanic Chamber of Commerce, of the latest available data drawn from the U.S. Census survey of Hispanic business in 1982, here are some challenges:

Reaching Hispanic Markets

- The aggregate of incomes for all Hispanics totaled about $114 billion in 1985.

- Hispanic market advertising expenditures totaled $398 million in 1986, according to *Hispanic Business* magazine.

- Hispanic consumers are aware of and loyal to brand products.

- The Hispanic markets are segmented by recency of migration, sub-group differences, socioeconomic differences, and language.

- U.S.-born Hispanics are dominant in the English language, and frequently are bilingual. Most foreign-born youth are dominant in Spanish. But after about 10 years in the United States, the vast majority have made English their everyday personal language.

Supporting Hispanic Business Development

- The number of U.S. Hispanic firms jumped from 219,355 in 1977 to about 273,000 in 1982. The number of firms may have increased to 340,000, or as much as 23.6 percent, between 1982 and 1987. By 1990, they may increase to about 386,000.

- Hispanic firms that grossed $1 million or more accounted for a little more than one-third of all Hispanic gross receipts, but were only .06 of the total number of firms; 34% of Hispanic firms grossed less than $5,000.

- Hispanic business people, especially those with firms located in depressed areas, report that access to capital is their greatest obstacle to growth.

- Hispanic businesses operate overwhelmingly—94%—as individual proprietorships. In 1982, this group accounted for 56% of gross receipts. Partnerships accounted for 4% of the businesses and 11% of the gross receipts. Corporations accounted for only 2 percent of all Hispanic businesses, but they generated 33% of gross receipts.

- Hispanic businesses are concentrated in just a few states. Over 70% collectively are located in California, Texas, Florida, New York, and New Mexico.

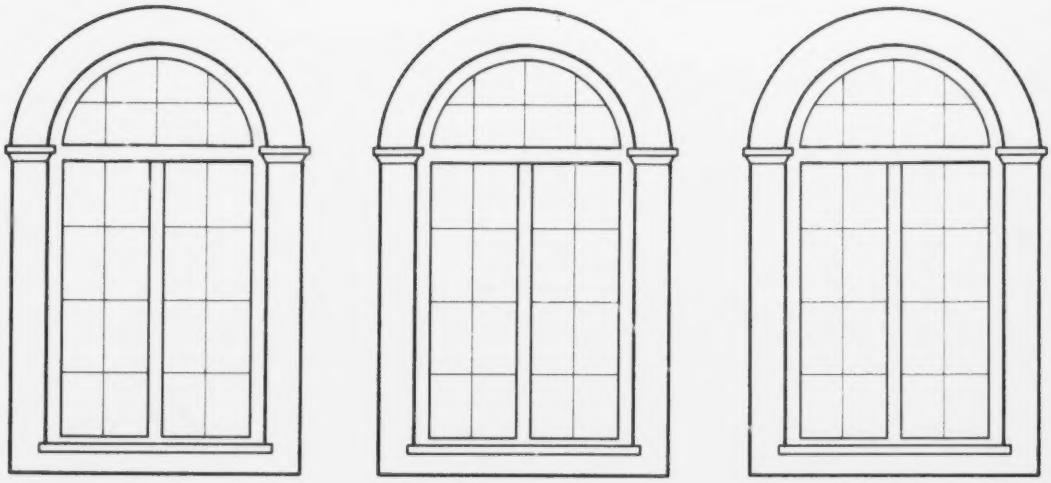
- The gross sales of Hispanic businesses in just five metropolitan areas—Los Angeles, Miami, New York, San Francisco-Bay Area, and San Antonio—collectively totaled 44% of all Hispanic enterprise in the country in 1982.

- The Hispanic business sector in Los Angeles was the leading producer of total sales among all cities in 1982, but today Miami may rank first in sales.

- In addition to a steady growth of new businesses and revenues in the traditionally Hispanic areas, Louisiana and the states around Washington, D.C., will be strong growth areas for the rest of the decade.

- The U.S. Hispanic business sector is expected to gross close to $20 billion in revenues in 1987, and—paralleling the growth of national business income—to increase to $25 billion by1990.

Windows on Marketing, Purchasing and Contracting, Investment, and Joint Venturing



Distributorships/Franchises
The Lesson of the Eight-Ounce Can

"Carlos de la Cruz attributes his success to an understanding of Cuban consumers. He pressured Anheuser-Busch to use advertising that reflected their reality, their culture, their accent."

You don't have to be Hispanic to sell to Hispanic consumers, but business persons who go mano-a-mano with their competition to attract Hispanic consumers had better have excellent Hispanic advisors on board if they themselves are not.

The three year Battle of the Dade County Beer Distributors, according to Al Díaz of the *Miami Herald*, is instructive.

Randy Moret was raised in an Atlanta family that had made its money in beer and liquor since the repeal of prohibition. In 1972 he joined in the family tradition and bought his own Miller Beer distributorship in Dade County. He sold Miller and Lowenbrau.

Trouble for Moret began in 1984 when Carlos de la Cruz bought the Anheuser-Busch distributorship for Central Dade, where he sold Budweiser and Michelob. Although he had a background in business, de la Cruz had never sold a bottle of beer. He was, however, Cuban-born and well connected in the Cuban community.

When de la Cruz took over the distributorship, Anheuser-Busch had 31 percent of the market. Two years later that market share had increased to 40 percent and Miller was steadily losing ground.

Carlos de la Cruz attributes his success to an understanding of Cuban consumers. He pressured Anheuser-Busch to use advertising that reflected *their* reality, *their* culture, and *their* accent, and he scrutinized ad agency story boards before any advertising was produced. He made himself visible in Cuban community affairs, assuming high-profile leadership roles.

And then he persuaded Anheuser-Busch to ship the smaller eight-ounce cans of Budweiser. "Cubans think it's neat to put eight-ounce cans on the boat," de la Cruz says. "They don't get warm in your hand."

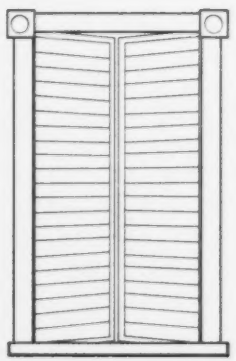
De la Cruz is now Anheuser-Busch's largest distributor of eight-ounce cans in the United States.

When Randy Moret decided to sell his distributorship, Miller let him know that they wanted him to find an Hispanic buyer. Moret sold to de la Cruz's general manager and his partner, both Cubans.

Miller's promotion now follows the de la Cruz model. Miller has made its first Spanish language television commercial in South Florida, and for the first time Miller will sell eight-ounce cans. A new chapter of the mano-a-mano has commenced.

De la Cruz says the lesson for other companies is that "there must be Hispanics in top management who understand the local culture."

Randy Moret would be among the first to agree. With time on his hands and money from the sale in his pocket, Moret is spending a lot of time on his boat fishing...with eight-ounce cans aboard that don't get warm in the hand.



The Key to Successful Advertising *Hispanic Expertise*

"...gross sales rose from about $600,000 in 1981 to $13.5 million by the close of 1986..."
Lionel Sosa

Hispanics experienced in capturing and retaining the attention of the Hispanic consumer have become hot commodities, as recognition of the Hispanic market potential grows and as media targeting Latinos, in both Spanish and English, proliferate.

More and more mainstream advertising agencies are either establishing their own Hispanic divisions staffed by Hispanics or forming relationships with agencies specializing in the Hispanic market. Indeed Hispanic owned advertising agencies are among the nation's fastest growing Hispanic-owned companies (see list on pages 34-35).

Sosa & Associates of San Antonio, Texas, is a case in point. It stood number four in the November 1986 issue of *Hispanic Business* magazine's listing of the 100 Fastest Growing Companies.

Established in 1980 by Lionel Sosa, the agency's gross sales rose from about $600,000 in 1981 to $13.5 million by the close of 1986.

In January of 1987, Sosa counted Anheuser-Busch, St. Louis Ford Division, Ford Motor Company, Hiram-Walker Inc., Windsor, the Kroeger Company, the U.S. Army, and Westinghouse Electric Corporation among his many clients—all companies, in Sosa's words, reported in *Hispanic Business*, "looking at the potential they have in communicating to the Hispanic." Sosa estimates that the advertising market is growing approximately 25 percent per year.

Budweiser ad created by Castor Spanish International, Inc.

In response to that growth potential, sponsors and advertising agencies are taking full advantage of all vehicles to attract the Hispanic consumer—television, newspapers, magazines, radio, direct mail, catalogs, couponing, posters, and billboards are all em-

The 34 Leading Hispanic Market Advertisers—1986 (Expenditures in Millions)

Company	Advertising Hispanic Market
Procter & Gamble Co.	$8.0
Philip Morris Inc.	7.5
Anheuser-Busch Cos.	6.5
McDonald's Corp.	6.3
Adolf Coors Co.	4.0
Johnson & Johnson	3.5
Colgate-Palmolive Co.	3.0
Ford Motor Co.	3.0
Goya Foods, Inc.	3.0
Sears, Roebuck & Co.	3.0
RJR/Nabisco	2.5
American Tel. & Tel.	2.5
Dart & Kraft	2.5
General Motors Corp.	2.2
Metropolitan Life Ins. Co.	2.0
Coca-Cola Co.	2.0
Wendy's International	2.0
Sedano's Supermarkets	2.0
U.S. Army	1.9
Sterling Drug	1.8
Amer. Home Products Corp.	1.7
General Mills	1.7
Greyhound Corp.	1.5
Eastern Airlines	1.5
PepsiCo Inc.	1.4
Campbell Soup Co.	1.4
Warner-Lambert Co.	1.4
Winn Dixie	1.2
JCPenney Co.	1.2
Pacific Bell	1.2
Kimberly-Clark Corp.	1.0
Beatrice Cos.	1.0
Nestlé Enterprises	1.0
Burdines	1.0

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ployed. Agencies are not only designing campaigns to move their clients' products and services, they are also emphasizing institutional approaches that bolster their clients' images among Hispanics and support their community relations efforts.

Castor Fernandez, President of **Castor Spanish International**, a leading New York-based Hispanic advertising agency, like Sosa is confident that Hispanic-market advertising is a growth industry. Fernandez maintains offices in Los Angeles, San Francisco, San Antonio, Atlanta, New York, and Miami, to serve a list of clients that includes Anheuser-Busch products, Coca-Cola soft drinks, Southland 7-Eleven Stores, Burger King, Nabisco, and Tambrands.

Fernandez feels that mainstream business is just beginning to awaken to the potential of the Hispanic market and to understand its complexity.

"It's a segmented market," Fernandez says. "Hispanics have the money but you have to say the proper thing to them in the proper way. You have to know their foods, music, and traditions—you have to know what kind of Spanish to speak and, to reach some market segments, you have to speak English."

On survey after survey, Hispanics have shown themselves to be brand loyal. The businesses listed on this page are investing in the loyalty of Hispanic consumers.

Hispanic Market Advertising Expenditures* (1986)

Media	*$ in millions*
National TV (Spanish International Network/SIN)	$64.0
National Radio	46.8
Local TV (SIN)	78.0
Local Radio	83.2
Independent TV	42.3
Print	33.2
Outdoors	12.0
Promotion	35.0
Transit	3.5
Total	**$398.0**

* Spanish Language

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Targeting Hispanics through Media
Big Business Comes On Board

"Our mission is to be the formost Spanish-language communications company in the United States, improving the quality of life and economic well being of U.S. Hispanics through mass media information, education, and entertainment."

Irvine O. Hockaday, Jr.
President, Hallmark

Mainstream U.S. business generally has overlooked, until recently, the potential of media tailored to Hispanic markets. A network of such media has existed for some time, but for the most part outlets were owned and managed as small businesses by Hispanics, or controlled by foreign interests—interests that had cultivated the U.S. Hispanic market for 25 years.

Over the past decade, however, the picture has changed, and since 1984 the pace of that change has accelerated.

Hallmark Cards Incorporated/ First Chicago Venture Capital: SICC/Bahía TV Stations

Hallmark Cards and First Chicago Venture Capital made a long-term commitment to the Spanish-language format when they purchased 11 Spanish-language television stations for more than $300 million. Six major stations included in the sale are WXTV in New York, KMEX in Los Angeles, KFTV in Fresno, WLTV in Miami, KWEX in San Antonio (formerly SICC), and KDTV in San Francisco (formerly Bahía). Denver, Philadelphia, Austin, Hartford, and Bakersfield are sites of the group's five low-power stations purchased from SICC.

Gannett:
El Diario/La Prensa

In 1981 Gannett acquired *El Diario/La Prensa* and entered the Hispanic news arena. *El Diario*, one of the nation's oldest Spanish language newspapers, is the largest serving the greater New York City market. Gannett introduced modern production technology, expanded the paper's national and international coverage, and explored ways of extending its penetration into the diverse groups of Hispanics that constitute the complex New York Latino market.

Carlos Ramirez, President and Publisher of El Diario/La Prensa, says that Gannett has made a commitment to Hispanics, and they have recognized that the Hispanic population is growing five times as fast as the rest. We are their foot in the door."

Arturo Villar/Hycliff Partners: *Vista*—Focus on the Upscale Market

In only one year, *Vista* publisher Arturo Villar has made his creation the largest Hispanic magazine in the United States. *Vista* —with a circulation of 1.3 million—is a *Parade*-type insert distributed by 26 newspapers across the country.

In 1986 Hycliff Partners, based in New York, became interested in the magazine and invested in *Vista* through its venture capital fund. David Nutt, one of the Hycliff partners, is enthusiastic about *Vista* and untroubled by any doubt that its circulation and advertising revenues will continue to expand. "Upwardly mobile Hispanics are an untapped market," Nutt says. "Just a quick scan of the demography makes totally clear that the growth potential of the *Vista* audience is enormous."

Villar has aimed *Vista* at the young, bilingual, U.S.-educated Hispanics who prefer to read in English, a segment of the Hispanic market that has been virtually ignored. "These people haven't lost their identity as Hispanics," Villar explains. "They still eat Hispanic food, have extended families, and give abrazos. The only thing is that functionally they are not very good with the Spanish language."

Vista offers its readers a mix of serious articles on issues that affect Hispanics, upbeat stories about entertainment and sports figures and other Hispanic high

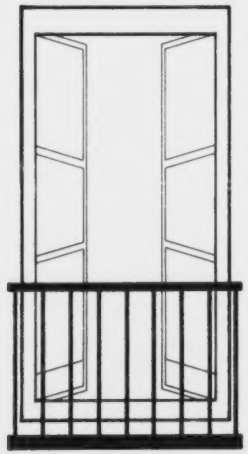
achievers, and features on cooking and culture.

The recipe works. Today advertising pages account for 50 percent of the magazine. *Vista* is paying its way while showing the way to attract the upwardly mobile Hispanic.

Reliance Group Holding Inc.: Telemundo—The New Network Contender

Saul P. Steinberg, Chairman of the Reliance Group, has confidence in the Hispanic market. Steinberg entered the field in December 1986 when he acquired two Spanish language television stations, in Miami and Puerto Rico, in the purchase of John Blair and Company. He has since then acquired Spanish television stations in New York, Los Angeles, and San Francisco-San Jose, giving the network stations in four of the five largest U.S. Hispanic markets. A Houston-Galveston station is scheduled to begin airing in January 1988.

In addition to owned stations, Telemundo has affiliates in Chicago-Milwaukee, McAllen-Brownsville, and Denver, and plans to further expand its affiliate line-up to include stations in key Hispanic markets.



Telemundo is producing original programming geared toward the needs and lifestyles of Hispanics living in the United States. The network also syndicates Spanish-language television programming internationally.

Telemundo is seriously challenging the number one TV network, Univision, and the competition of such major players is certain to generate both interest and dollars.

Spanish Air Waves: Tichenor Media System Inc.

The Texas-based company, Tichenor Media System Inc. (TMS), is the largest Spanish-language radio chain in the United States. Within the last year TMS increased its lead by adding WADO in New York (purchased for $20 million, the highest price ever paid for a Spanish language radio station) and WOJO in Chicago to the chain that includes stations in Corpus Christi, El Paso, Houston, San Antonio, and the company's home city, Harlingen. The company intends to buy stations in Los Angeles and Miami. Says Executive Vice President Mal Kasanoff, "...eventually we want to own stations in all the major markets."

Clearly, the Spanish speaking community has become a desirable audience and an active market. Dennis Roberts, general manager of TMS-owned KSAH in San Antonio says, "Tichenor has made unheard of purchases. You can't make a $20-million investment without knowing there's going to be a substantial return on that investment."

The 10 Leading Hispanic Media Markets—1986
(expenditures in millions)

Los Angeles	$81.5
Miami	68.4
New York	64.5
Chicago	19.0
San Antonio	16.0
San Francisco/ San Jose	15.0
San Diego	8.0
El Paso	7.0
Phoenix	7.0
Fresno	6.5
Total	**$292.9**

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Silver Screens
Moving Beyond Stereotypes

The last three years have seen a significant increase in the number of films that deal with Hispanics and dramatic changes in how Hispanics are portrayed. The stereotypical spitfires, bandidos, maids, and gardeners are still in evidence, but they are balanced by stories that reflect Hispanic history and culture, delineating characters to whom both Hispanic and Anglo audiences can relate.

Three independent filmmakers have spearheaded the movement: Jane Morrison with *The Two Worlds of Angelita*, the story of a Puerto Rican family's culture shock upon migrating to New York; Gregory Nava's *El Norte*, the harrowing saga of a brother and sister's escape from their native Guatemala, and the problems they face in the United State; and Robert M. Young's *The Ballad of Gregorio Cortez*, which received backing from the National Council of La Raza, a period film about a man charged with a crime he did not commit.

Viewers and critics alike responded positively to these productions and appeared to be comfortable with both subtitles and overdubbing. The success of the films spurred the entertainment industry to address Latino themes.

La Bamba, the story of a young Hispanic entertainer's struggle for success, was released by Embassy Studios in both English and Spanish versions. Until recently, films like *La Bamba*, strongly rooted in Hispanic culture, would have been produced only in Spanish on the assumption that Hispanic subjects appeal only to Hispanic audiences. Embassy and Columbia Pictures, which provided major backing for the venture, challenged this assumption. Ed Russell, Vice President of Publishing and Promotion for Columbia Pictures, said, "*La Bamba* is a strong product. The serious targeting of both the general audience and the Latino audience made it a hit in both sectors. The surprise for us was the large number of Latinos who were drawn to the English version."

Santiago Pozo, Manager of Special Markets at Universal Pictures, finds the Hispanic market to be an untapped resource. "The Hispanic community is the fastest growing, and has the most potential for anyone who takes advantage of it," Santiago says. "Any mass market film will gross five to ten percent more if the film's advertising is geared, in part, to the Hispanic community."

Television, which historically has portrayed Hispanics as drug dealers or gun runners for South American guerrillas, is undergoing a campaign to introduce positive Latino images. Cheech Marin, actor and producer, has made a number of films for television and the big screen. Marin most recently starred in the film *Born in East L.A.* and produced *Paradise Motel*, both Hispanic- and minority-based stories. In making films that speak to both Anglo and Latino audiences, Marin joins the growing trend in television toward portraying Hispanics in a variety of authoritative and professional roles. For example, on

the popular television series *L.A. Law*, Jimmy Smitts plays Victor Sifuentes, a young Hispanic lawyer with high morals and standards of justice. This kind of role may mark the beginning of Hispanic assimilation into mainstream entertainment.

The 1987 television season is premiering three Hispanic sitcoms, affirming that Hispanic themes are here to stay.

Latinos have begun to play a larger role on the stage as well. Luis Valdez, writer and director of the 1978 stage hit, *Zoot Suit*, has made substantial advances with his portrayals of Hispanic life and the Hispanic voice in the United States.

Zoot Suit recreates Los Angeles Chicano life and ethnic tension in the 1940's. The production garnered Valdez much acclaim and eventually made its way to the silver screen.

Photo by Allen Nomura, courtesy of KQED

Luis Valdez is joined by singer Linda Ronstadt in Corridos! Tales of Passion and Revolution.

Valdez, who is also founder and artistic director of "El Teatro Campesino," wrote, directed, and starred in *Corridos! Tales of Passion and Revolution*, which has been adapted for television by KQED/San Francisco and El Teatro Campesino. Jane Blackschleger, Producer of *Corridos!*, says of the production, "It is about Americans because we are all Americans."

JCPenney
It Takes Only One

"...the production and dissemination of 'Guía Práctica,' a Spanish-language catalogue/buying guide, a first for JCPenney and a first in the U.S. retail industry."

JCPenney's success in attracting Hispanic customers is a text-book example of how one determined staffer—in a company employing as many as 200,000 persons—can bring about significant marketing innovation.

In 1978 Patricia Asip was working in the Catalogue Division of JCPenney. Trained as a lawyer in her native Argentina, Asip was sensitive to the growing Hispanic population, and she was convinced that JCPenney should go after the Hispanic market. As editor of Penney's English language catalogue, she was in a unique position to present her plan—the production and dissemination of a *Guía Práctica*, a Spanish language catalogue-buying guide, a first for JCPenney and a first in the U.S. retail industry.

The success of the initial *Guía Práctica* soon convinced management to target the Hispanic consumer. A company-wide Hispanic marketing strategy has been evolving at JCPenney ever since.

Today Asip's qualities of dedication and perseverance have made her Corporate Hispanic Marketing Programs Manager, and have earned JCPenney a place as one of the leaders in the field of Hispanic marketing. JCPenney's competition now all publish catalogues in Spanish, following the Asip lead.

But neither JCPenney nor Patricia Asip rest on their laurels. Asip says, "I work as hard today as I did back in 1978. I believe in particularizing the program to the store. I still travel constantly, and I meet with store and regional teams regularly. It is necessary to stay in contact with your market base or else you become detached from your point of sales."

Asip produces an in-house marketing newsletter, *Noticias*, so she can share national, regional and local marketing information and data with the Penney managers, exchange information and experiences among the stores, and inspire the staff while increasing their sophistication in their relations with the Hispanic communities they serve.

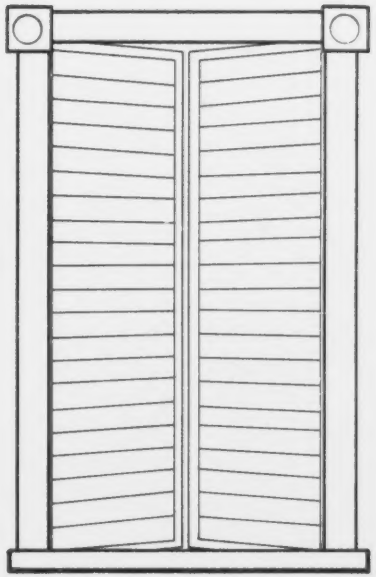
Patricia Asip

JCPenney encourages sales promotions directly targeted to Hispanics. But in addition Asip has established local company teams in key markets to identify the needs of Hispanic communities and to find ways in which JCPenney can be responsive. JCPenney employees are encouraged to become involved in local Hispanic organizations, Chambers of Commerce, and community committees. All these activities, including Asip's own highly active participation in national Hispanic organizations, have garnered for Penney high levels of visibility and loyalty among Hispanics.

JCPenney backs its catalogues, in-store special promotions, and community outreach with a carefully crafted advertising campaign. The company runs 20 different Spanish-language television commercials, Spanish-language radio commercials, and a plethora of Spanish language print advertisements and promotional materials.

Patricia Asip took a *Guía Práctica* and launched JCPenney into the Hispanic market. She raised her corporation's awareness of a promising marketing opportunity, she designed strategies to take advantage of that opportunity, and she trained staff on all levels in a new and challenging field.

It takes expertise and experience to develop a new market, and identifying the right persons for the job is key to achieving success. As corporations commence their searches, however, they should not neglect to look inside—there may be another Patricia Asip on the payroll ready to lead the way.



JCPenney's Hispanic Markets

Arizona
- Phoenix
- Tucson

California
- Los Angeles
- Fresno
- Sacramento
- San Francisco
- San Diego

Colorado
- Denver

New Mexico
- Albuquerque

Florida
- Miami

Illinois
- Chicago

Texas
- San Antonio

Von's "Tianguis"
The New Mercado

"The general perception has always been that the money isn't there. We think it is."
Norman McMillan
Consultant

Sides of beef. Tongues, snouts, jowls, feet. Varieties of fresh chorizos, or hot Mexican sausages. A dozen kinds of fresh and dried chili peppers. Fresh cilantro. Hundred-pound bags of dried beans. A tortilla machine. A bakery producing Mexican breads and pastries.

All of those thing can be found in the stalls of Von's Tianguis, a 60,000-square-foot all-purpose grocery store that the California chain opened in January 1987 in Montebello, a city on the east side of Los Angeles County, targeted to the Hispanic 60 percent of Montebello's population.

According to staff writer John Nielsen, writing in *The New York Times*, February 11, 1987, Von's Grocery Company first spent two and a half years on a $2.5-million market study in Texas, Florida, Illinois, and Mexico, before it decided to go ahead with its plan to open at least 15 stores, designed to appeal specifically to Hispanics, by 1990. Montebello's Tianguis is the first of these, and Von's 191st store. The Tianguis chain takes the place of a proposed chain of broad-appeal, warehouse-like supermarkets that Von's earlier had planned to establish.

Gross sales at each Tianguis market are expected to average $35 million annually, or from $15 million to $25 million more than most of Von's regular supermarkets.

According to Norman McMillan, a consultant hired by Von's to help with the market studies, quoted in *The New York Times*, "We think we're dealing with a share of the market that's been misunderstood by the bigger chains. The general perception has always been that the money isn't there. We think it is."

And Tianguis makes every effort to appeal to that market share. Well over two million Hispanics live in Los Angeles County, and Von's is determined to attract them. The Tianguis staff is bilingual, and the store's labels, notices, and signs are written in both English and Spanish. Hispanic families tend to be large, and they are expected to appreciate stores—like Tianguis—where they can buy fresh food, such as meat, produce, and dairy foods, in bulk, and where they can buy foods characteristic of their Latino cultures in an environment reminiscent of the mercados of their native countries.

Hispanic Expenditures Non-Durable Goods* 1986

	Billions
Northeast	$7.3
Southeast	5.6
Central	4.0
Southwest	11.7
Northwest	2.0
Pacific	16.3
Total	**$46.9**

*Strategy Research Report

National Hispanic Corporate Council (NHCC)
A Hispanic Marketing Network

"Networks serve essential functions in both a corporate and a social context. They encourage the exchange of information and ideas that prevent stagnation in our lives and in our businesses. Also they weave the fabric of which our communities are made with new threads of respect and cooperation. Networks offer resources, energies and synergies that expand our thinking. They are insurance policies against narrow-mindedness and complacency."

Irvine O. Hockaday, Jr.
President, Hallmark

As the numbers of "Corporate Hispanics" increased over the last decade it became clear that a mechanism was needed for the exchange of ideas, data and information, for mutual assistance and to make Hispanic professionals as valuable as possible to their corporations.

The National Hispanic Corporate Council, a Fortune 500 network, was born in 1986 to meet these needs. Today 36 major companies have joined the NHCC, which stresses the importance of networking to help corporations increase their business opportunities in the Hispanic marketplace. At quarterly two-day meetings, the executives exchange ideas and expertise on the Hispanic market. A newsletter keeps the members informed between meetings, and NHCC produces an annual report that profiles companies that have succeeded in Hispanic marketing. A corporate awards program also recognizes executives and member corporations for their investment in the Hispanic marketplace. In addition, NHCC is a conduit for sharing talent. Members send resumes around the network and assist talented Hispanics in their careers.

Olga Aros, Founder of the National Hispanic Corporate Council.

Olga Aros of *USA Today*, first President and Founder of the Council, feels that professional information and mutual support networks for Hispanic executives is a key function of the NHCC. NHCC President, Gus Cárdenas, of Xerox, emphasizes the benefits for corporations in being represented in NHCC: "Corporate America is becoming aware of the growing Hispanic market," he says. "It's just good business sense to be part of it."

NHCC Member Corporations

Allstate Insurance Company
American Savings & Loan Association
Amoco
Anheuser-Busch Companies
ARCO
AT&T
Avon
Circle K Corporation
Coca-Cola USA
Coors
Dow Chemical USA
Dun & Bradstreet
Equitable Life Insurance
Ford Motor Company
Gannett, Inc.
Goodyear Tire & Rubber Company
Hallmark International
IBM
JCPenney
Kaiser Foundation
Kraft, Inc.
Land O' Lakes
McDonalds Corporation
Miller Brewing Company
Motorola, Inc.
Pepsico
Proctor & Gamble
Ralston-Purina International
7-Up of Southern California
Southland Corporation
Southwestern Bell Telephone
Stroh Brewery
Time Inc.
USA TODAY
Westinghouse
Xerox

For more information contact:
Joanne Samora
Project Coordinator
National Hispanic Corporate Council
P.O. Box 61421
Phoenix, AZ 85082-1421
(602) 437-7545

AT&T
Taking the Show on the Road

"I believe ethnic diversity can be—and indeed, should be—seen as a healthy, positive experience for America. In particular, the growing presence of Hispanic men and women, families, communities and businesses will enrich an already varied cultural tapestry in our country. A good example...is the Hispanic Art Exhibit...now on display at the Houston Fine Arts Museum, which I am proud to say is sponsored by AT&T."

Randy Tobias
Vice Chairman, AT&T

The story begins in 1982 when the Museum of Fine Arts in Houston, Texas, began to organize a major exhibition of contemporary Hispanic art, entitled *Hispanic Art in the United States: Thirty Contemporary Painters and Sculptors*. Peter Marzio, Director of the museum, worked with curators Jane Livingston and John Beardsley, both of the Corcoran Gallery in Washington, D.C., to collect 180 works of art created by 30 Hispanic artists.

It requires a great deal of work and financial support to organize a show of these proportions; it is large both in terms of quantity and the actual size of some of the pieces. Moving such a collection around the country requires still more support. Original funding for the collection came from the Rockefeller Foundation, the ARCO Foundation, and the National Endowment for the Arts. Then AT&T stepped in to *take the show on the road*.

The tour, which brings the exhibition to five major U.S. cities and Mexico City, is considered to be the first national tour of an exhibition sponsored by a museum to survey in depth the range of expression to be found in contemporary Hispanic art. AT&T's involvement in the tour stems from its long history of support for the arts and its commitment to its many Hispanic employees and customers. In fact, while the show was being organized, AT&T independently had made the decision to target Hispanic cultural activities in its giving programs and was investigating various possibilities. The company agrees with exhibit curators Livingston and Beardsley that Hispanic art has not been sufficiently exhibited in the United States. AT&T's interests and the needs of the exhibition coincided perfectly—and the tour was launched.

"San Jose," by Félix López, 1983

In researching the exhibition, organizers covered the United States and Puerto Rico, working

"Our Family Car (1950 Chevy Lowrider)," by Gilbert Luján, 1985-86

with members of the Hispanic community and talented local artists. The exhibition features work that varies widely in style, ranging from folk art to new expressionism. "What we cared about," states Beardsley, "is the strength of an artist's work, not conforming to some preconceived notion of what constitutes a Hispanic style or school."

The show opened at the Museum of Fine Arts in Houston on May 3rd, 1987, and will be shown in Washington, D.C.; Miami, Florida; Los Angeles, California; Santa Fe, New Mexico; Brooklyn, New York; and Mexico City, Mexico. The premier was reviewed favorably by both the local and national press.

In addition to the exhibition itself, satellite activities, such as shows of local Hispanic artists, performances, storytelling, films, and lectures, are being organized in each host city. Local AT&T staff are instrumental in coordinating the satellite events.

As the show proceeds from city to city it will focus positive attention on the achievement of our Hispanic artists. AT&T's involvement on both the national and local level sends a message to AT&T Hispanic customers in each city—*AT&T cares about you.*

Hispanic Art in the United States: 30 Contemporary Painters and Sculptors

Itinerary

Museum of Fine Arts
Houston, Texas
May 3 to July 26, 1987

Corcoran Gallery of Art
Washington, D.C.
October 24, 1987 to
January 9, 1988

Lowe Art Museum
Miami, Florida
April 7 to June 30, 1988

Museum of Fine Arts
Santa Fe, New Mexico
August and September, 1988

Centro Cultural de Arte Contemporaneo
Mexico City, Mexico
October to December, 1988

Los Angeles County Museum of Art
Los Angeles, California
February 2 to April 16, 1989

The Brooklyn Museum
Brooklyn, New York
June 10 to September 4, 1989

Teléfono—*Meeting Hispanic Consumers' Communication Needs*

In the modern age the telephone is a lifeline. It is how we "...reach out and touch someone we love...." as the advertisements tell us. It is also how we do business, locate the goods and services we need, summon help in emergencies. Many of the telephone companies have been involved in making telephone service more attractive and useful for their Hispanic consumers.

Pacific Bell

Pacific Bell's consumer advisory process was established —

- to create an open dialogue between Pacific Bell and key California consumer and minority leaders,
- to sensitize Pacific Bell policy makers to the concerns and needs of special interest groups, and
- to discuss controversial public policy issues in an open environment.

The Consumer Advisory Panel is composed of 12 community, consumer, and minority leaders who advise the company on a broad range of issues and policies. The panel members meet with policy makers every other month in different geographic locations.

In addition to the Consumer Advisory Panel, Pacific Bell has formed a Council on Multilingual Services to provide oversight and advice to the company on the implementation of its Hispanic and Asian Market Plans.

"We do the same kind of research about ethnic groups as we would for any market segment—identifying what people need and matching our products to that need," said Kathy Pinard, Consumer Market planner. "But we have to do more than that. We have to try to anticipate what needs may arise."

Mountain Bell

Mountain Bell's Spanish Speaking Service Center, opened six years ago in Denver, was one of the first offices of its kind. Mountain Bell opened the office in order to provide customer services, such as new accounts, billing and information, and repairs, to their Spanish-speaking customers.

After the Denver office opened, Mountain Bell established Spanish Speaking Service Centers in Phoenix and Albuquerque, with one underway in Idaho. The popularity of the service has affected the entire 14-state region covered by Mountain Bell, Pacific Northwest Bell, and Northwestern Bell. Research and feasibility studies currently are being conducted in the metro areas of every major city in the 14 states.

Lucila Sabala, now Assistant Staff Manager in Public Relations for Mountain Bell, worked in the Denver Spanish Speaking Service Center for three years. "The experience was a good one," says Sabala, "the work was exciting and I learned a lot. Since I know more now about working with our Spanish-speaking customers I can serve them better."

General Telephone of California (GTE)

GTE's Language Assistance Center is similar, in aim and service provided, to Mountain Bell's Spanish Speaking Service Centers. Established in January of 1987, it provides limited-English and Spanish-monolingual customers with Spanish-speaking service representatives. All customer-assistance related services are provided, including billing, new accounts, service, and repairs.

In addition to providing specialized customer services to its Spanish-speaking clients, GTE provides bilingual yellow pages

in both Santa Ana and East Los Angeles, California. Businesses are listed in both English and Spanish sections at no extra cost. Billing inserts are also bilingual, one side in English and the other in Spanish, to aid consumers in learning about GTE's services and procedures.

Southwestern Bell

Southwestern Bell Telephone provides several services which target its Hispanic customers.

The company established its Spanish Service Bureau in El Paso to provide service to all Spanish speaking customers in Texas. The bureau handles approximately 9,000 calls a month. To promote the bureau, Southwestern Bell contracted with an Hispanic ad agency and a media placement agency.

Following the breakup of the Bell System, Southwestern Bell created Tele-Help, an informational campaign designed to help customers adjust to the new telecommunications environment. Tele-Help informational brochures were printed in both English and Spanish to assist Hispanic customers doing business with the company.

Finally, Southwestern Bell provides a Spanish version of the informational pages found in the front of the telephone directories. These pages contain information on a wide range of topics, including how to deal with an emergency and how to read a phone bill.

New York Telephone/ NYNEX

New York Telephone, one of the NYNEX companies, provides a wide variety of services for its Hispanic customers.

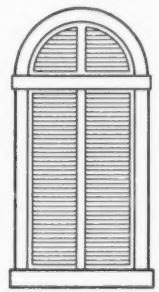
Since 1964 New York Telephone has offered La Telefónica, a new line service to it's Spanish-speaking customers. Spanish language "Welcome Kits" are also available for new customers.

The company publishes many informative materials in Spanish, including a brochure on customers rights and responsibilities, a money saver brochure for home telephone service for the disadvantaged, and Páginas Amarillas, or Spanish Yellow Pages. When rate changes occur, announcements and explanations are placed in leading Hispanic newspapers.

Among the direct aids that New York Telephone provides for Hispanics are bilingual representatives in the Business Office, in Installation and Repairs Offices, and in Customer Service Centers in areas with high Hispanic populations. Community relations teams with bilingual personnel survey customers to be sure that they are receiving satisfactory service.

Telephone Services for Spanish-Speaking Customers

- Direct consumer help in placing calls in Spanish
- Providing business office services in Spanish
- Publishing Spanish Yellow Pages/Páginas Amarillas
- Employing Spanish-speaking service representatives
- Providing Directory Information in Spanish



Hispanic Business
Revealing a Well Kept Secret

"The success of our magazine has proven beyond any doubt that a significant Hispanic middle class exists and that Hispanic business has great potential for growth, not only in the U.S., but in Latin America and other parts of the world as well."

Jesús Chavarría, Publisher
Hispanic Business

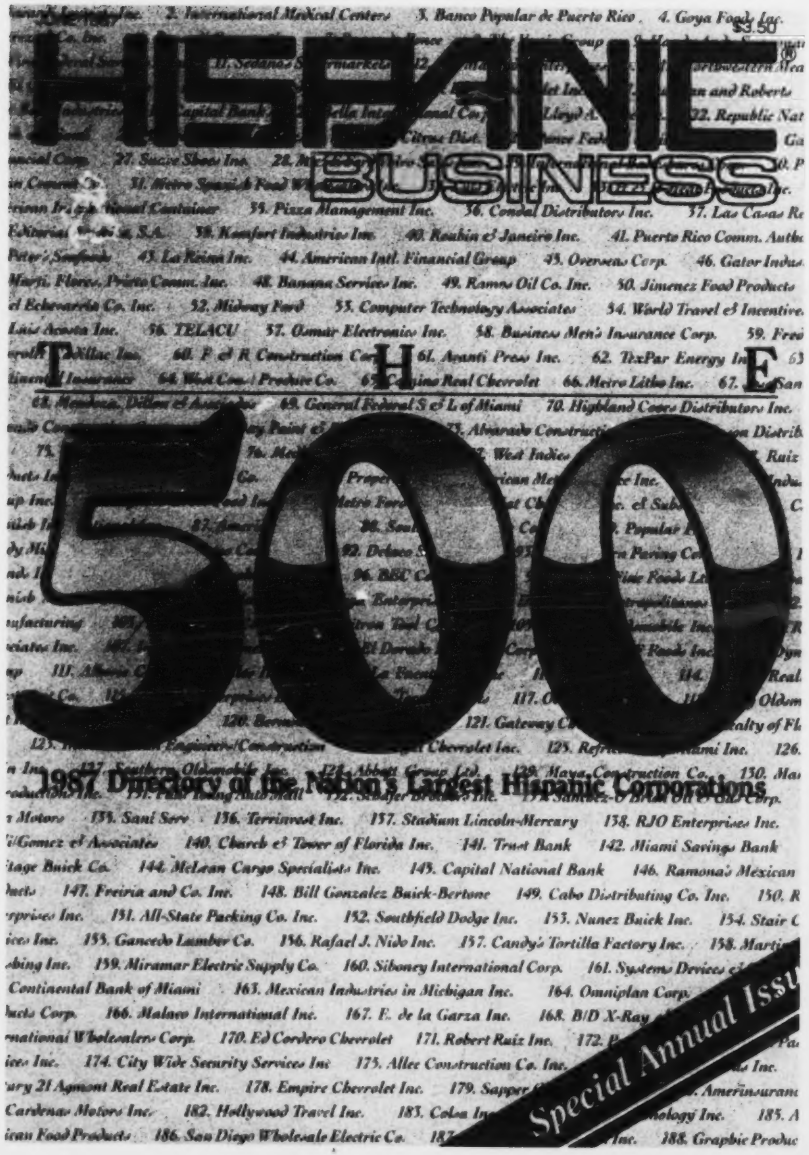
Hispanic Business began in April 1979 as a monthly newsletter. By 1980 it had been converted to a substantial magazine supplying reliable information on all aspects of the Hispanic business sector and the Hispanic markets. Today, *Hispanic Business*, with an audited circulation of 113,000, is widely accepted as the authoritative voice in its field.

Chavarría launched *Hispanic Business* to reveal one of the best kept national secrets: the significant growth and achievements of Hispanic entrepreneurs. The publication was designed to give recognition and visibility to the robust health of the Hispanic business sector, to promote networking among Hispanic business persons who often do not know about each other; to identify Hispanic professionals, experts, and suppliers; and to analyze and publish data that presents an accurate picture of Hispanic markets and Hispanic business sectors. In fact, Chavarría's insistent quests for data have influenced state and federal officials and agencies to systematically collect and disseminate information on Hispanic business that was not previously available.

Hispanic Business subscribers do not take the publication lightly. Surveys indicate that the median reading time per issue is 60 minutes and 58 percent of the subscribers surveyed had read four out of four issues. On a 1985 Price Waterhouse study of Hispanic entrepreneurs, 81 percent responded that their major

Hispanic Subscribers to Hispanic Business

$52,000	Median Income
84%	College Educated
20%	Post Doctoral Degrees
30%	Own Businesses
67%	Executives, Managers or Administrators



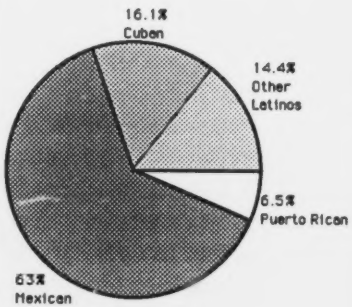
sources of information were *Hispanic Business* and their local newspapers.

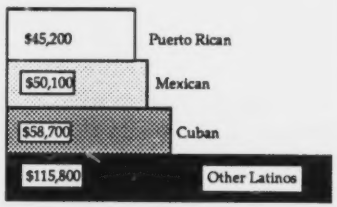
Chavarría believes that his magazine arrived on the scene at the right moment. Its debut coincided with a marked increase in Hispanic political participation, expansion of Hispanic marketing opportunities, and the emergence of recognized national Hispanic leadership.

But increasingly, *Hispanic Business* is attracting non-Hispanic subscribers who complement its loyal Hispanic readership. The magazine is recognized as a valuable resource for both those who want to sell to Hispanics and those who want to buy from Hispanics.

For more information contact:
Hispanic Business, Inc.
360 Hope Avenue, Suite 100C
Santa Barbara, CA 93105
(805) 682-5843

Latino-Owned Businesses in the United States, 1982*





Average receipts per Latino Owned Firm, 1982

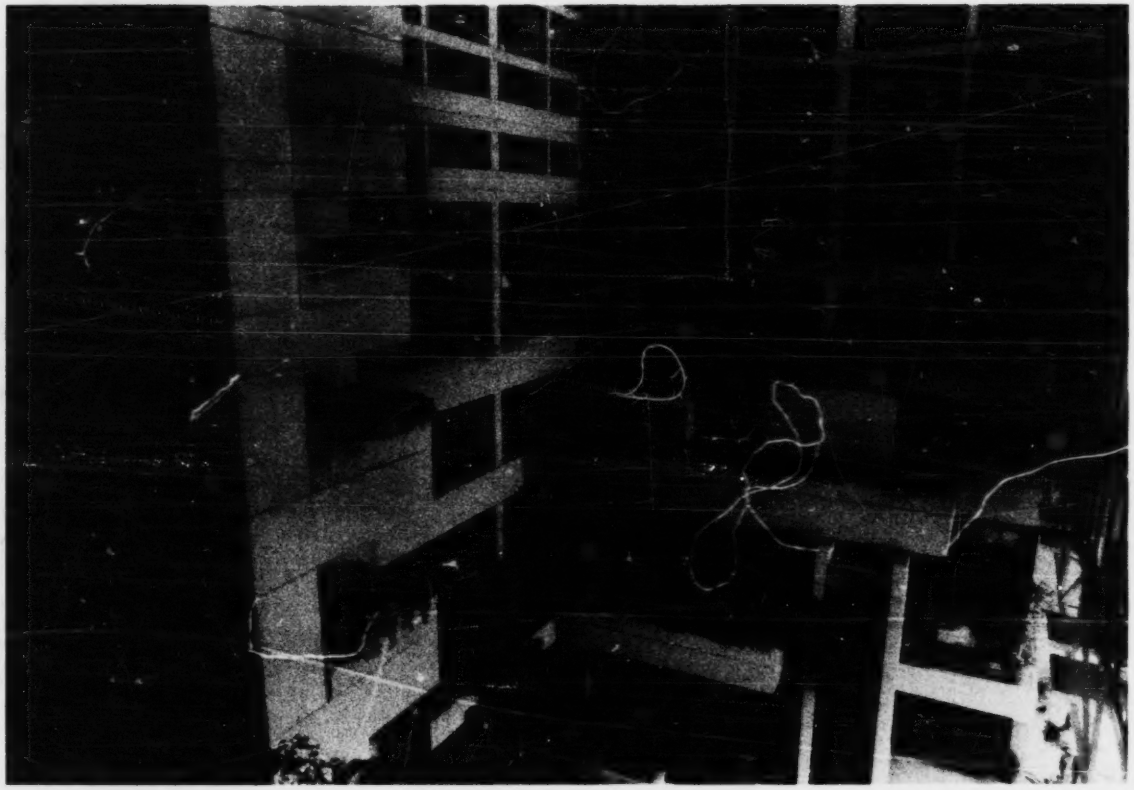
* reprinted from *DATANOTE* with permission from the Institute for Puerto Rican Policy

Joint Venture
Across the Alley from the Alamo

"The Mexican American Unity Council's investment in the Hyatt Hotel provides our community organization with a significant source of earned income. That makes us less dependent on grants and taxpayer support. We are able to help ourselves provide services to our constituents."

Domingo Bueno
President, Mexican American
Unity Council

A unique public/private venture in 1978 gave birth to a luxury, 632-room Hyatt Hotel on San Antonio's famous River Walk, adjacent to The Alamo, a popular tourist attraction and national landmark.



The Hyatt Hotel in San Antonio

The Hyatt was developed by *San Antonio 2000*, whose principals are Belton K. Johnson, a distinguished Texas businessman, and San Antonio Hotel Dev-

elopers, a limited partnership owned by Hardin Investments and Samuel G. Friedman of Atlanta, Georgia, and the Mexican American Unity Council of San Antonio (MAUC). The Unity Council, a highly successful community development corporation, founded in 1967 under the aegis of the National Council of La Raza, initially was funded by the Ford Foundation.

The Mexican American Unity Council, which operates a broad spectrum of housing, economic development, employment, training, and social programs, invested a million dollars in the Hyatt deal for a nine-percent interest. In addition to its financial participation, the Unity Council was given the opportunity to identify, and in some instances train, employees both for construction and for the permanent staffing of the hotel.

Eight hundred jobs were created during construction. Fifty percent went to minorities. The completed Hyatt Hotel now regularly employs 569 people, 60 percent of whom are Mexican American.

But MAUC was not the only member of the joint venture to reap special benefits from the nature of the partnership. MAUC's participation in the Hyatt development made the city itself eligible for a $6.5-million Housing and Urban Development Action Grant from the federal government. The HUD grant was used by the city to acquire the land and to improve the site, which then was leased for 75 years to *San Antonio 2000*.

The Hyatt's gala opening in 1981 launched a profitable business that added luster to San Antonio's reputation as a desirable site for conventions and a pleasant destination for tourists from around the nation.

And for each of the last three years, the Mexican American Unity Council has received a return on investment of $250,000 to $300,000. That cash flow is used to support the Council's social and economic development programs that serve San Antonio's Hispanic population.

"The Hyatt Development is an example of how the inclusion of a minority partner makes good business sense for all the partners. The revitalization of Alamo Plaza was initiated by this venture. In my judgment it wouldn't have happened without the Urban Development Action Grant the Mexican American Unity Council essentially brought to the table."

Samuel G. Friedman
Atlanta Real Estate Developer

Benefit Analysis of the Hyatt Joint Venture

Venture Benefit

Capital
- MAUC Investment
- UDAG

Recruitment and training of employees

MAUC Benefit

Job creation during construction

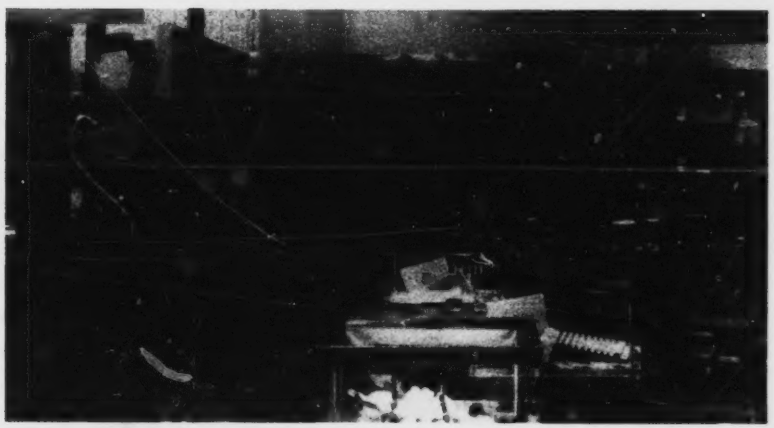
341 on-going jobs held by Mexican Americans

Regular income to support MAUC programs

Host International
Joint Venturing in Florida

"If Host had not been involved, there was no way we could have opened up. It would have been too costly....If most small businesses could get this kind of help, there would be a much smaller failure rate."

Don Barco
Quoted by Staff Writer
Glenn Burkins
St. Petersburg Times,
May 3, 1987



Host International, a subsidiary of the Marriott Corporation, needed minority businesses for Tampa International Airport. Having won a multi-million dollar concessions contract, Host wanted not only to meet its federal obligations, but to avoid mistakes of the past.

The law requires that minorities and women be given a share of all U.S. airport contracts, but past experience has not been uniformly good. Often minorities are given shop space and then left to survive on their own. Frequently minorities are recruited as silent partners with no voice in decision-making.

Host's first step was to actively look for minority business people, and this active approach was to be the hallmark of this successful program.

Not only did Host search out and find four minority businesses. Host created financial aid plans for each of the companies. In addition to investing in their enterprises, Host took on non-traditional roles, providing technical advice and training, shop design and some furnishings, and even fabrication of some store fixtures. Host also taught the four owners how to select and buy merchandise to appeal to airport travelers.

Says Constance Mitchell, general manager of one of the four shops, "You have to give airport passengers good customer service, you have to be in a hurry. You have to be sharper with these passengers."

An officer of another of the shops, Don Barco, quoted in the *St. Petersburg Times*, says, "Host has given us guidelines on how to run a business. It hasn't been forced on us, but it's been there if we needed it. If most small businesses could get this kind of help, there would be a much smaller failure rate."

Host's organizational concept was unique, too. Instead of individual shops, one large, common area was designed, with the four individual businesses all functioning as if they were departments in a larger store. This was done to avoid competition among the individual stores, and because it was

felt that the customer would find the large open area more attractive than scattered small shops. Tampa International's concessions area is 11,000 square feet; about 2,860 square feet is set aside for stores owned by women or minorities.

The shops, which share a computer system that monitors the cash intake and inventory of each, are not separated by any physical barriers, and in fact function like a mini-mall. The group includes Hispanic, Black, White, and women managers and owners; nearly all had prior retail experience.

Host went into partnership with a Hispanic-owned tobacco shop, a chocolate company, and an art gallery, and itself sells general merchandise with a fourth minority partner.

The St. Petersburg Times quotes Denis Albert, a Host officer who helped create the program: "The key is that it's hands-on. It's minority owned and operated, not a silent partnership. Anything that is available to us is available to our minority partners."

Not surprisingly, observers predict that the Host program will become a national model.

At last report, Host had invested $2.6 million, with first-quarter sales reaching $1.3 million—and each of the four minority owned and operated shops making money.

Minority Concessionaires

Tampa Rica Cigar Co.
Don Barco and Jerry Garcia
Proprietors

Bay Area Concessions
James Hogrett, President
Resort apparel, shells, luggage, gifts, Cuban bread

Aiello's Chocolates
Amelia Sklar, proprietor
Gourmet chocolates

Florida Aritsans
Thom Thibodeau, Coordinator
Gallery

Startup and Working Capital: *Amoco Venture Capital Company (AVCC)*

"Since 1986, 30 percent of all AVCC investments have been directed toward Hispanic-owned companies."

The Amoco Venture Capital Company was established by the Amoco Corporation in 1970 as a Minority Enterprise Small Business Investment Company (MESBIC) to serve minority entrepreneurs. Since 1970, Amoco Venture Capital Company has invested $14.4 million in a wide range of minority firms. Ten businesses that received AVCC support were Hispanic, and since 1986, 30 percent of all AVCC investments have been directed toward Hispanic-owned companies.

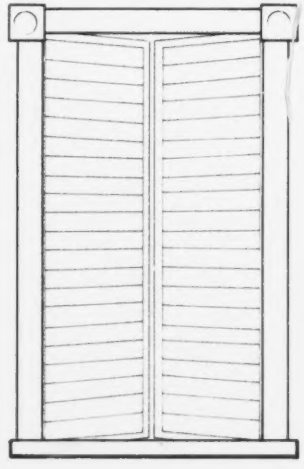
One company, Printing Master Services, was established in 1978 with AVCC assistance. This enterprise has grown over the years with additional financing through AVCC. Today, the company uses a state-of-the-art six-color printing process and produces two nationally distributed publications for Amoco.

In 1986, Amoco was the lead syndicator (with seven other investors) in a $7.1-million financing consortium supporting a Hispanic-owned waste management company.

Amoco Venture Capital Company's program includes the sponsorship of a Hispanic business network that facilitates referrals between Hispanic businesses and between larger corporations and Hispanic entrepreneurs. The network also helps aspiring Hispanic entrepreneurs with technical assistance and advice.

A new program launched this year has organized business development teams (staffed by Amoco specialists) to serve as part-time advisors to all newly established Venture Capital-sponsored businesses. The business teams will be drawn from a variety of departments, using those specialists having the most appropriate expertise for offering advice to a new company during its critical first year of operation.

In 1988, Amoco Venture Capital will provide both an English and a Spanish annual report to Hispanic organizations sponsoring new businesses.



Local Initiative Support Corporation—*Rebuilding Neighborhoods and Local Economies*

"LISC brings together three forces: sustaining support from the non-profit sector, responsible investment from the private sector, and community development groups intent on building their capital base."

Peter C. Goldmark, Jr.
Group Vice President, Times Mirror Company
Director, LISC

The Local Initiative Support Coalition—LISC— was the brain child of its first President, Mitchell Sviridoff, former Ford Foundation Vice President for National Affairs. Since its founding in 1980, 300 private corporations and foundations have contributed capital resources in the economic and physical development of housing, business, and industrial programs that are initiated by community-based non-profit organizations. Over 400 community development organizations now have received program support from LISC in 119 cities and towns across the nation. This help has led to the construction or rehabilitation of 3.3 million square feet of commercial and industrial real estate and 11,332 housing units.

LISC operates through a nationwide network of 24 local areas of concentration. Each area draws upon its pool of funds from local corporations, foundations, and, in some instances, local government, and receives support from LISC's national capital fund. Representatives of local funders sit on advisory committees in each area and work with the LISC program officers to select and structure deals.

LISC structures its support to bring local banks and other private-sector lenders and investors into each project. LISC's loans and grants have leveraged over $395 million for community development in neighborhoods haunted by the spectre of local industry shutdowns, lost employment, and business district deterioration.

LISC-sponsored deals provide a systematic way of linking corporate capital to neighborhood rebuilding.

"Many corporations want to make a contribution to their communities....LISC has provided them with a method for meaningful investment. The LISC formula is a good one—it's responsible, accountable, and achieves real results."

Robert Lilley
Retired AT&T President
Director, LISC

Capital Sources Reported by Hispanic Entrepreneurs

Original Investment

Personal Savings	80%
Family/Friends	21.8%
Conventional Bank Financing	21.8%
Venture Capital	3.6%
SBA	6.7%

Subsequent Investment

Personal Savings	9.7%
Family/Friends	9.7%
Conventional Bank Financing	35.2%
Venture Capital	2.4%
SBA	13.3%

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Minority Purchasing Programs *Using Hispanic Suppliers*

ARCO — From Posies to Pipes

"We know we can't afford to ignore the bottom line, but the difference is that we think that our concern for good financial results can be tempered with a thoughtful concern for the total purpose of business in our society, in its social as well as its financial aspects."

H.E. Bond, President
ARCO Transportation
Company, 1985

ARCO began a deliberate minority purchasing program in 1973, adopting an official company policy and setting specific goals.

Supported from the top from the very beginning, ARCO recently increased its 1987 minority buying goal to 3 percent of company purchases. "And we're talking about everything from flowers to pipes, or tubular goods, as they are also known," says Jerry Bathke, ARCO Director of External Relations.

When ARCO decided to buy minority, its leadership realized that much work had to be done if that policy was to filter down through the company's layers.

Armed with a simple, one-page policy statement, the company began the process of selling the policy to its own employees as a prerequisite to meeting its purchasing goals.

ARCO is proud of its record in minority purchasing and tells the world about it. In advertisements that began appearing in national magazines in 1985, ARCO highlights its minority business development program.

But minority business development at ARCO is still not taken for granted. In the fall of 1986, ARCO created a special quarterly newsletter, *EXCHANGE*. Its sole purpose is to further promote minority business development among corporate and operating division managers. It also became involved in supporting minority business and trade associations at the local, regional, and national levels. Says Bathke, "We're talking about more than minority purchasing, we're talking about complete minority business development."

Internally, ARCO has created the title "minority business coordinators" — purchasing managers or buyers—who are "encouraged to seek out and develop minority owned businesses that can be utilized by their divisions."

Through this approach of high visibility, endorsement at the top, and consciousness raising throughout the company, ARCO has seen its minority purchasing program grow steadily.

These are the objectives of the ARCO Minority Development Programs:

I. To actively and diligently promote the procurement of facilities, equipment, supplies, and services from minority enterprises.

II. To encourage and assist minority vendors in their efforts to sell products and services to ARCO and its operating companies.

III. To stimulate affirmative efforts by ARCO management in the implementation of this policy.

IV. To work closely with government and private sector programs that support minority business.

JCPenney — "Guía para Empresas Comerciales Minoritarias"

"JCPenney has a commitment to the development of minority business enterprises. A Minority Purchasing Advisory Group, with representatives from all departments which purchase products or services, is responsible for promoting minority business relationships throughout the Company's buying structure. These JCPenney associates have developed several programs to express this commitment, including this booklet."

JCPenney is a major retailer, with stores in all 50 states, Puerto Rico, and Belgium, providing merchandise and services to consumers through catalog operations as well as retail outlets.

The company buys tens of thousands of products and services from more than 10,000 suppliers. Every item sold in the stores or the catalog, or used in day-to-day operation of the business, must be purchased from suppliers, as well as store design, construction, alteration, and repair; transportation and warehousing; printing services; and media, public relations, and advertising services.

The company does not have a set-aside program for minority-owned businesses. "Instead," says the *Guía*, "we encourage our buyers and managers to take extra steps, providing guidance and assistance to help suppliers make their products or services more attractive to JCPenney. Our Minority Supplier Development Awards program was instituted to recognize our associates for their outstanding contributions in this effort."

Philip Morris— Open Doors

"You stand for growth in the American economy. You create jobs and profits, strengthen your communities and set the stage for other minority entrepreneurs to do business with corporate America."

"They Sell to Philip Morris —So Can You"

Philip Morris Companies Inc. annually spend more than $150 million with minority enterprises. Philip Morris manufactures and markets tobacco, beer, and food products. Its subsidiaries include Philip Morris Incorporated, General Foods Corporation, Miller Brewing Company, and Mission Viejo Realty Group Inc.

Philip Morris welcomes small-business operators. In the words of a company brochure, "to keep doing the best possible

All Hispanic Businesses 1982

Service	39.6%
Retail	23.5%
Construction	10.8%
Transportation & Utilities	5.6%
Finance	4.5%
Agriculture & Mining	3.1%
Manufacturing	1.8%
Wholesale	1.5%
Unclassified	10.1%

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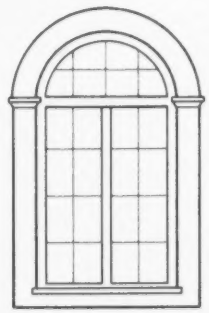
Philip Morris, cont.

"to keep doing the best possible job for our customers and shareholders, Philip Morris needs the highest-quality goods and services. We can't get them if we don't open our doors to all who can provide them."

Philip Morris has established a Minority Vendor Task Force consisting of purchasing and affirmative action executives, chaired by Robert J. Romano. Located throughout the corporation, Task Force members are responsible for finding minority-owned businesses and encouraging them to bid to supply company goods and services.

Minority vendors seeking to do business with Philip Morris are urged to contact a Task Force member, and they receive copies of *They Sell to Philip Morris—So Can You*, a large, four-color booklet that explains what Philip Morris produces, what Philip Morris buys, how to qualify as a supplier, and whom to contact for more information.

They Sell to Philip Morris is filled with examples of what and how Philip Morris buys. The last page carries a complete, alphabetized list of everything the company obtains from minority vendors—in nearly 100 categories—and the book includes a simple form for minority vendors to fill out and return. Completed forms are distributed to the company's Minority Vendor Task Force members, who consult their files when supplies or services are needed.



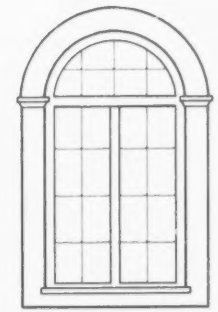
Amoco—Producing "A Directory of Hispanic Companies"

In 1985 Amoco's Minority Purchasing Program—begun in the early 1970s—reached a record $190 million in company expenditures with all minority vendors.

Early on, the company found that minority vendors often outbid larger, established mainline firms. Recognizing that a successful minority vending program benefits the company and its customers as well as the minority suppliers, and committed to the development of minority enterprises, Amoco consistently looks for minority vendors who can deliver the ideal combination of price, quality, and service.

Prior to 1987, Amoco placed no special emphasis on any one minority group, whether Black, Hispanic, American Indian, or Asian. But in 1986 Amoco decided to track by ethnic group its expenditures with its then 113 minority supplier firms, in order to match the availability of minority suppliers and the company's needs. By year-end 1986, Amoco had found that its Hispanic suppliers were receiving over 13 percent of all the company's minority purchases.

And in 1988, Amoco will research and publish a Directory of Hispanic Companies for its own use in purchasing services or commodities for the company, "for the sake of the minority people, for the sake of our U.S. society, and for our own sake."



GTE—"Maximum Opportunity"

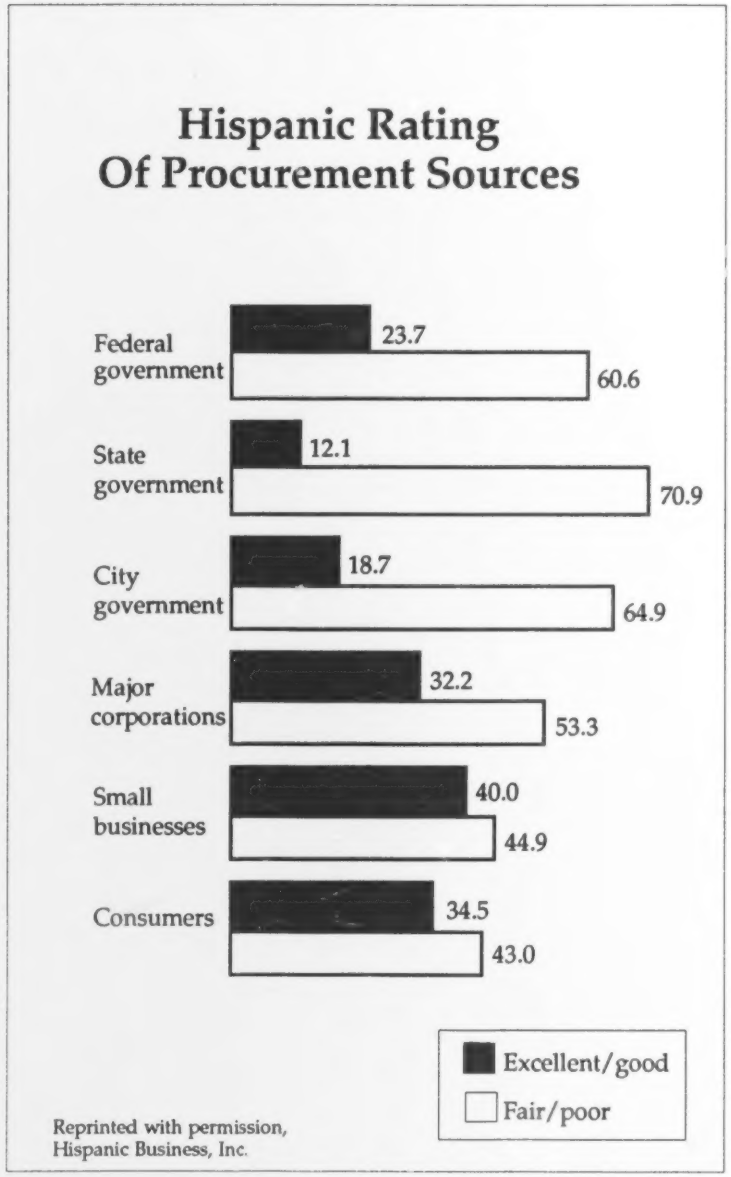
"The ultimate goal of the program will be realized when women and minority vendors become fully represented and are otherwise indistinguishable from our other suppliers."

General Telephone of California's policy is to provide maximum opportunity for firms owned by women and minorities to compete, on a fair and equal basis, with all other suppliers and contractors.

The company assertively seeks women- and minority-owned business enterprises and encourages their participation by familiarizing them with GTE's requirements and procedures. But GTE takes additional steps: GTE maintains memberships in minority business trade fairs, provides workshops to guide these groups in their dealings with the company, and—in particular—breaks down large contracts into smaller ones whenever possible, in order to ensure minority participation.

Such a program requires the full support of every GTE department. Purchases of minority-produced goods and services have increased from $3 million in 1978, disbursed to about 47 women- and minority-owned firms, to $45 million in 1986, disbursed to an average 473 such enterprises.

General Telephone recently has begun discussions with the Latin Business Association for the purpose of establishing a Partnerships Program between the two organizations. The final efforts will clearly define mutually beneficial objectives in business development, education, and advocacy.



Low Income Housing
A New Investment Opportunity

"Business has a vested interest in helping improve the communities where it maintains operations. At Amoco Corporation, we believe that an adequate supply of affordable housing is an indispensable component of the overall well-being of the neighborhoods where our employees live and work. And I am proud to say that Amoco has committed itself to addressing many of the social problems which adversely affect cities such as Chicago."

Laurance Fuller, President,
Amoco Corporation

Historically the only investors who derived benefit from low-income housing were slum landlords. Today the picture is changing. To encourage corporations to invest in affordable housing for low-income families, Congress included the Low-Income Housing Tax Credit in the new Tax Reform Act of 1986. The Credit replaces a system of accelerated deductions for low-income housing investments with a simpler and more valuable credit calculated as a percentage (4 to 9 percent) of construction and rehabilitation costs. The credit is awarded annually for a ten-year period, and provides profits for corporate investors in the form of tax savings.

In addition, business has developed a number of other complementary and innovative financing tools to attract corporate and individual investors to the field of low-income housing and to assure that these lenders can do well while doing good.

The Enterprise Social Investment Corporation

The Enterprise Social Investment Corporation (ESIC) is an arm of the Enterprise Foundation, an organization founded by the real estate developer Jim Rouse to deal specifically with the problem of how this nation can house its poor citizens.

ESIC has worked to develop financing techniques that maximize the use of tax benefits, and armed with the substantial programs that now exist, ESIC is establishing city-wide public/private systems to fund low-income housing projects sponsored by non-profit groups.

To augment the capital raised through syndication, ESIC has been assembling million-dollar benevolent loan funds in its concentration cities in which corporations and individuals make relatively large investments at low interest rates. In addition, as federal funds dwindle, ESIC has been helping local governments identify new sources of funding, such as the proceeds of the Miami real estate property transfer tax.

Enterprise is demonstrating that investment capital linked with affordable financing and technical support can dramatically increase the capacity of local nonprofits to produce affordable housing for the poor.

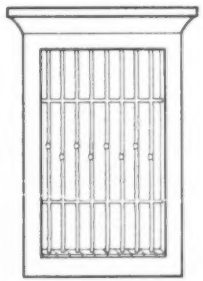
The Chicago Equity Fund

In May 1985, Mayor Harold Washington announced the formation of the Chicago Housing Partnership. It was set up as a coalition of government, business, and community-based groups whose purpose was to encourage sustained production of affordable multi-family rental housing for low-and-moderate-income Chicagoans. The partnership was an 18-month effort spearheaded by Amoco Corporation, a leading Black entrepreneur, and officials from the Mayor's Department of Housing.

The Amoco Neighborhood Development Corporation (ANDC) has supported the development and rehabilitation of low- and moderate-income housing through the Chicago Equity Fund (CEF), an integral part of the Chicago Housing Partnership. CEF has organized two investor partnerships comprised of 20 major corporations. Within two years' time it has raised more than $11 million of corporate capital and combined it with low- and no-interest loans from the City of Chicago, the State of Illinois, private banks and foundations to generate $45 million of affordable Chicago housing.

The Chicago Equity Fund has been highly acclaimed for its successful comprehensive approach to project support and development. The ongoing success of the Chicago program is attributable in large part to the support of the Chicago Housing Partnership.

The goal for the Partnership's first three years is the completion of $50 million worth of rehabilitated housing with rents ranging (for a one-bedroom apartment) from $275 to $350 per month. By 1988, close to 1,000 apartments will be rehabilitated to provide housing for more than 3,300 low income people, most of whom will be Black and Hispanic.



Corporations Investing in the Chicago Equity Fund

Commonwealth Edison
Harris Trust and Savings
Illinois Bell
Illinois Service Federal Savings and Loan
Johnson Publishing
Amoco
First National Bank of Chicago
Kraft
People's Energy
Quaker Oats
Sara Lee
Tribune Co.
Baxter Travenol
Central Corporation
Combined International
Illinois Tool Works
Material Service Corp.
Northern Trust Co.

Pacific Bell/HACER
A Statement of Mutual Cooperation

"I believe this partnership will help Pacific Bell meet the needs of the growing Hispanic Community while bringing the benefits of the Information Age to the California marketplace."

Ted Saenger
Pacific Bell

The Hispanic Association of Corporate Responsibility (HACER) and Pacific Bell both believe that meeting the changing needs of California's diverse population can be a cooperative effort between communities and the corporations which serve them. To this end HACER and Pacific Bell signed an agreement designed to establish an ongoing relationship of mutual trust and respect. It is conceptual in nature and provides a forum in which Hispanic leadership and corporate leadership can discuss the community's economic needs and seek creative solutions.

Jerry Apodaca (left), President of HACER, and Ted Saenger, President of Pacific Bell, sign an agreement in San Francisco which signifies increased opportunities and partnership for the Hispanic community and the telecommunications company.

The statement outlines 11 areas of mutual cooperation and concern, six of which relate to marketing and to the development of the Hispanic business sector:

- Service
- Procurement
- Banking
- Insurance
- Advertising
- Professional Services

In all these areas Pacific Bell and HACER pledge to work together to intensify outreach to Hispanic consumers and businesses, to increase the use of Hispanic owned businesses and services, and to examine creative ways to develop the capacity of Hispanic vendors at all levels in all sectors relevant to the work and needs of Pacific Bell. The company is one of California's largest private-sector employers of Hispanics; more than 14 percent of its 67,000 employees are Hispanic.

Jerry Apodaca, President of HACER, feels that the statement of mutual cooperation offers Hispanics an opportunity to gain a better understanding of technology and its applications:

"Missing that opportunity by failing to participate in the technological and economic changes driving society could lead to increased hardship....I believe this agreement will help ensure a strong economic position for Pacific Bell in the future and the continued strengthening of California's Hispanic community."

A joint committee representing Pacific Bell and Hispanics will review progress and explore areas of concern; an independent consultant, jointly selected, will provide data analysis and information to the committee; and HACER will report annually to the state's Hispanic community.

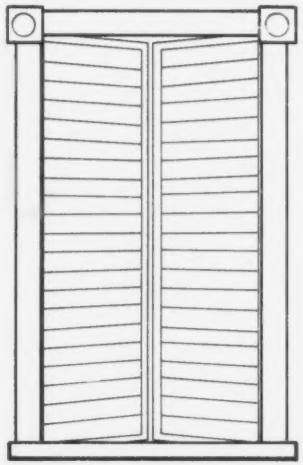
For more information contact:
Maury Rosas
Area Vice President, Los Angeles
Pacific Bell
1010 Wilshire Blvd., Rm. 1677
Los Angeles, CA 90117
(213) 975-4504

Minority Subcontracting
Developing Assets

Over the last decade, businesses have found it not only lucrative and cost effective to institute minority subcontracting programs, they have also found that the unique skills and business practices employed by some groups have enhanced the projects contracted out.

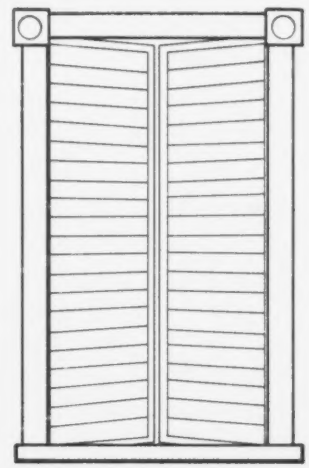
One successful example is that of Pacific Bell's minority subcontracting programs, Minority Business Enterprise and Women Business Enterprise—MBE/WBE. Pacific Bell is attempting to encourage opportunities for minority owned businesses to participate as direct contractors and suppliers, through prime contractors. Pacific Bell requires affected primary contractors to submit a plan for the utilization of minority subcontractors. This third party involvement is meant to foster lasting relations between the prime contractor and the minority business.

Pacific Bell sees its policy benefiting minority businesses in two major ways. First, requiring prime contractors to develop business relationships with minority subcontractors on contracts with Pacific Bell produces a strong likelihood that this relationship will continue and will encompass other work performed by the prime contractor with other companies. Second, the opportunities provided through this program will stimulate minority business growth and well-being. The subcontracting plan will be one of the many significant evaluative criteria considered by Pacific Bell in awarding the contract.



Another example of minority subcontracting is Westinghouse's work with the Causey Machining Company in Orlando, Florida. Westinghouse over the last three years has developed a relationship with the 50-percent-Hispanic-owned minority company; this relationship was the result of Westinghouse working with Causey, teaching the company Westinghouse specifications. Causey has produced over $150,000 in specialized parts and machining for Westinghouse to date. About 80 percent of specialized machining that has been performed for Westinghouse, Orlando, by in-state suppliers has been contracted to Causey Machining.

The relationship has matured to the point where certain technologies are shared between Causey and Westinghouse. Now this minority subcontractor trains Westinghouse buyers on its machining process, and in return Westinghouse offers Causey engineering expertise. No wonder the Orlando division of Westinghouse plans to continue its working relationship with Causey.



Hispanic Advertising Agencies

The Spanish speaking community has become a desirable marketing segment for Procter and Gamble, McDonald's, Ford, Metropolitan Life Insurance, Eastern, JC Penney, and Nestlé, to mention just a few corporations. These companies, along with a myriad of others, have made the Hispanic marketplace a dynamic part of their strategic and business plans.

Other companies are anxious to enter the Hispanic market as well. They have the products, the capital, all the resources necessary, but are unsure of the approach and the direction. Hispanic advertising agencies can help these companies enter this profitable segment.

In addition to the traditional services provided by Anglo agencies—copywriting, research, design, production, and media—Hispanic agencies also provide consumer promotion, trade promotion, public relations, and community involvement. In effect, Hispanic agencies can operate as an extension of a corporation's marketing arm.

Following is a list of some of the Hispanic advertising agencies that can help your company enter the expanding Hispanic marketplace.

Adelante Advertising, Inc.
386 Park Ave.
New York, NY 10016
(212) 696-0855

Bermudez Asociados
12400 Wilshire Blvd.
Suite 1100
Los Angeles, CA 90025
(213) 207-4606

Jorge Caballero & Assoc.
410 S. Michigan Ave.
Chicago, IL 60605
(312) 939-1410

Campbell-Ewald Latina
Koger Executive Center
8525 NW 53rd Terrace
Suite 101
Miami, FL 33166
(305) 592-7135

Carranza Advertising, Inc.
1625 W. Olympic Blvd.
Suite 800
Los Angeles, CA 90015
(213) 385-3414

Castor Spanish Int'l, Inc.
122 E. 25th Street
New York, NY 10010
(212) 995-5900

Cervera Int'l Corporation
1134 N. Vine Street
Hollywood, CA 90038
(213) 464-2346

Creative Marketing & Advertising
1150 NW 72nd Ave.
Suite 760
Miami, FL 33126
(305) 591-7700

Fallis Communications, Inc.
3665 Cascade Rd. SW
Atlanta, GA 30331
(404) 691-3988

Ferrer Ad America, Inc.
818 West 7th Street
Los Angeles, CA 90017
(213) 688-7250

Font & Vaamonde Assoc., Inc.
183 Madison Ave., Suite 1402
New York, NY 10016
(212) 686-2230

Garcia-Serra, Blanco Advt.
250 Catalonia Ave.
Penthouse 801
Coral Gables, FL 33134
(305) 444-4221

Hispania Advertising, Inc.
420 Lexington Ave.
New York, NY 10017
(212) 210-8970

Hispanic Communications Division
Fleishman-Hillard, Inc.
444 South Flower Street
Los Angeles, CA 90071
(213) 629-4974

Hispanicmark Advertising, Inc.
183 Madison Ave.
New York, NY 10016
(212) 532-1616

Martinez & Associates
3322 Shore Crest Drive
Suite 107
Dallas, TX 75235
(214) 357-3400

Mendoza, Dillon & Assoc., Inc
4685 MacArthur Court
Suite 420
Newport Beach, CA 92660
(714) 851-1811

Media Management Group*
1380 Lawrence Street,
Suite 1101
Denver, CO 80204
(303) 893-8011

Moya, Villa Nueva &
Associates
Marketing/Public Relations
10100 Santa Monica Blvd.
Suite 740
Century City, CA 90067
(213) 551 1714

Noble & Asociados/U.S.A.
485 E. 17th Street, Suite 300
Costa Mesa, CA 92627
(714) 631-4011

OMAR CO.
5525 N. Broadway
Chicago, IL 60640
(312) 271-2720

D.L. Passante Assoc., Inc.
2460 Lemoinne Ave.
Fort Lee, NJ 07024
(201) 886-9000
(212) 265-0220

Publicidad Siboney Int.
101 Park Ave.
New York, NY 10178
(212) 907-1000

Reliable All Media Advertising
4617 Bergenline Ave.
Union City, NJ 07087
(201) 348-2919

Robles Communications Inc.
38 East 29th Street
New York, NY 10016
(212) 696-4433

San Jose Associates
20 E. Jackson Blvd.
Chicago, IL 60604
(312) 939-7400

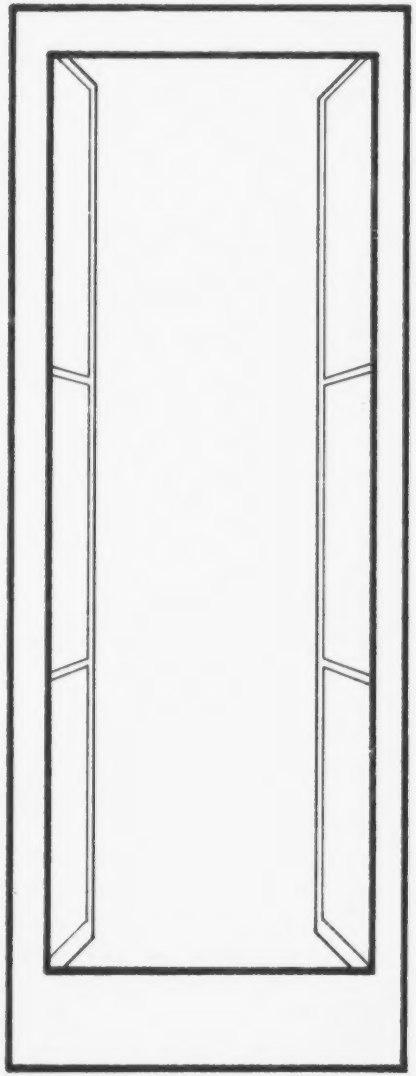
Sosa & Associates
321 Alamo Plaza
Suite 300
San Antonio, TX 78205
(512) 227-2013

Thompson/Marince Advt.
70 NE Loop
Suite 610
San Antonio, TX 78216
(512) 349-9925

Uniworld Hispanic
38 West 32nd Street
New York, NY 10001
(212) 239-5000

Zubi Advertising
2525 SW Third Ave.
Miami, FL 33129
(305) 854-6807

* Media Management Group is a minority owned and operated agency working closely with the Hispanic community in the Denver area.



The 20 Largest U.S. Hispanic Markets

Any list of the largest Hispanic markets in the United States will depend upon the market definition employed. For example, a market might be defined according to the geographic boundaries of a city, county, or counties, Standard Metropolitan Statistical Area (SMSA), or any other limits deemed appropriate.

Increasingly popular among these alternatives is the Area of Dominant Influence (ADI). The ADI is a series of counties meeting specific criteria. The ADI concept originated in the broadcast industry, and counties are included based on the television viewing patterns of their populations.

Although used initially as an indication of television market coverage, the ADI has been accepted as one of the best, if not the best, of the market definitions. Since the economic, social, and political activity of a market is, to a great extent, conveyed by television, the ADI effectively describes the geographic area dominated by an economic center. Thus, the ADI was selected for use in defining the metropolitan areas appearing in the following list. Using the ADI definition, these are the 20 U.S. areas with the greatest concentrations of Hispanics, the prime areas for business investment in Hispanic communities.

The following list presents the concentration of Hispanics in the United States based on 1980 U.S. Census estimates. In 1980 the Los Angeles ADI accounted for almost 20 percent of the entire U.S. Hispanic population. Adding the New York ADI, with 14 percent of all U.S. Hispanics, these two markets accounted for over one-third of the total group.

In 1980 most Hispanics (51 percent) were located in the six largest markets: Los Angeles, New York, San Antonio, Chicago, San Francisco, and Miami. Adding Houston, McAllen, Albuquerque, and El Paso brought the total to 62 percent of the nation's Hispanics living in the ten largest markets. Overall, 77.9 percent of all U.S. Hispanics were concentrated in the 20 largest markets.

Population projections show Hispanics are expected to concentrate increasingly in the 20 largest markets; Los Angeles and New York will continue to be the two largest U.S. Hispanic markets and will continue to contain slightly over one-third of all U.S. Hispanics.

The 20 Largest U.S. Hispanic Markets

	ADI Market	*Hispanic Population (Census, 1980)*
1.	Los Angeles	2,838,694
2.	New York	2,063,007
3.	San Antonio	650,703
4.	Chicago	640,245
5.	San Francisco	638,112
6.	Miami	628,468
7.	Houston	484,560
8.	McAllen	432,343
9.	Albuquerque	368,091
10.	El Paso	357,043
11.	Fresno	295,389
12.	San Diego	275,177
13.	Phoenix	269,598
14.	Dallas-Fort Worth	266,128
15.	Sacramento	260,926
16.	Corpus Christi	229,435
17.	Denver	228,756
18.	Philadelphia	182,620
19.	Tucson	153,122
20.	Salinas-Monterey	114,207

Reprinted from *The Hispanic Almanac*, Hispanic Policy Development Project, 1984

Concentration of the Hispanic Population in the United States

The Number of Hispanics by State

Numbers Included Within State Boundaries Are 1980 Census Counts of Hispanics

Source: Data from Census Report PC80-S1-7.

Share With Us

The Programs described in these books are only a small fraction of the programs in operation across the country—some nationwide, some statewide or regional, some restricted to one neighborhood.

If you are involved in or know of such a program, aimed at Hispanic human development or business development, please tell us. You need not report all the details or write up the program. But—in the words of Lodwrick Cook—***we want your stories!*** We will follow up the leads you send us.

Once a year we will send you all a newsletter detailing programs that demonstrate leadership in working with the Hispanic community. Just complete the coupon and mail it; we'll be in touch.

Name (please print)

Title

Corporation, Business, or Organization

Address

City, State, and Zip

Name of Program

Type of Program

Target Population

Clip and mail to: The Hispanic Information Center
Hispanic Policy Development Project
1001 Connecticut Avenue, NW, Suite 310
Washington, D.C. 20036

Published by
The Hispanic Policy Development Project
Suite 310
1001 Connecticut Avenue, NW
Washington, D.C. 20036
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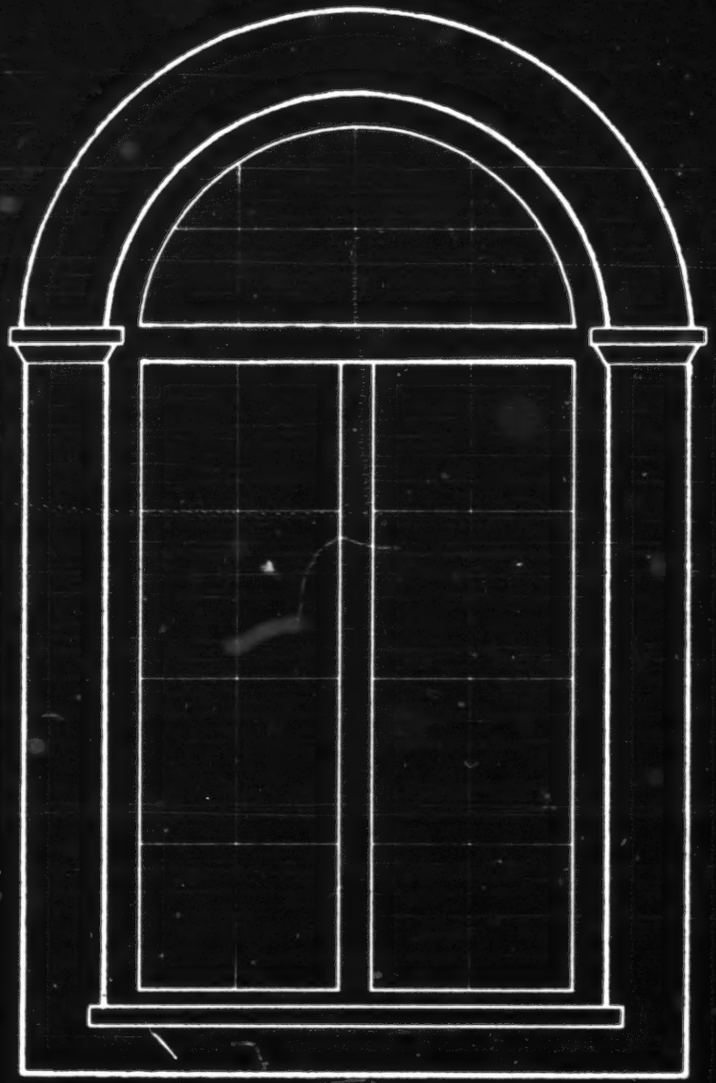

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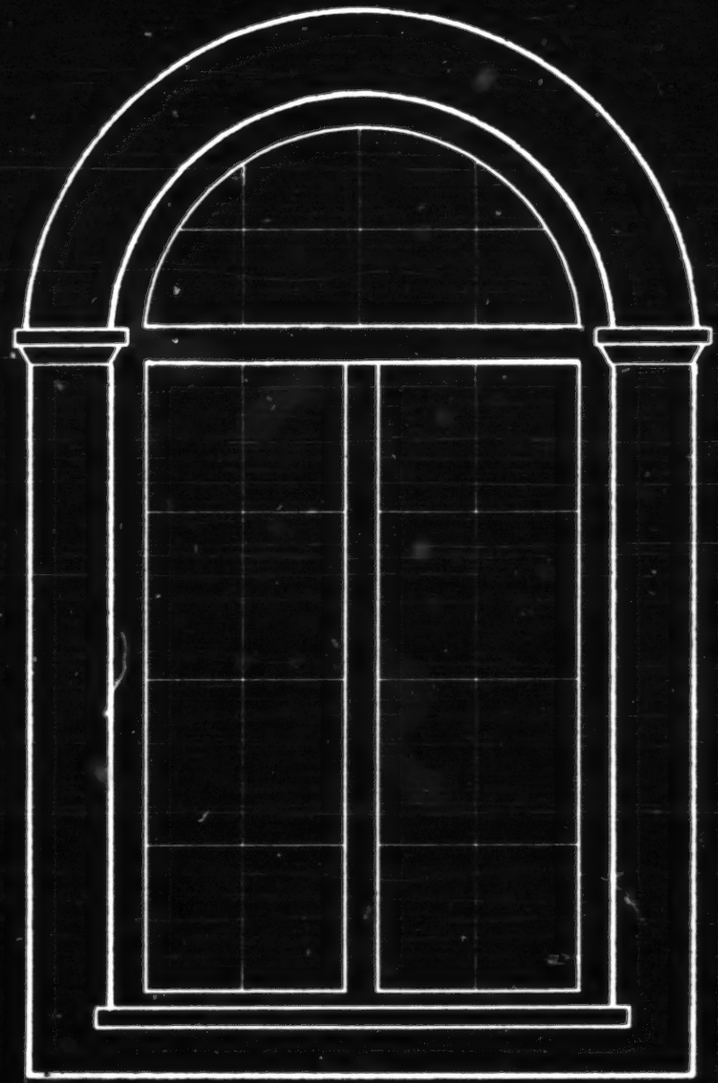

96